

Date of Meeting: 20 June 2013

Subject: Support Services Business Plan 2013/14

Report by: Julie Burnett, Senior Support Services Manager

1.0 Purpose

- 1.1. This report presents the Support Services Business Plan for 2013/14 to the Resource & Audit Committee for consideration and approval.

2.0 Recommendations

- 2.1. The Committee is asked to consider the content of the Support Services Business Plan (**Appendix A**) for 2013/14 and comment on or challenge the content.

3.0 Considerations

- 3.1. The Support Services Business Plan sets out the objectives and aims of the Support Services Management Team. It identifies how the service objectives contribute to Taking Clackmannanshire Forward and the Single Outcome Agreement.
- 3.2. The Business Plan summarises the services operating within Support Services and includes service aims and objectives, the management structure, financial information and identified issues to be taken into account.
- 3.3. The Business Plan sets out in section three how the service is aligning its service delivery with the principles of good governance.
- 3.4. A suite of KPIs is included at section four of the Business Plan. These have been amended and developed based on customer feedback and consultation with service teams. A number of the KPIs are statutory and some are reported on a corporate basis. The corporate KPIs are reported separately for 2013/14.

There are 15 new KPIs for 2013/14. These represent changes, particularly in Welfare Reform, where regular reporting of performance will provide useful data to enable planning for 2014/15. Regular reports of performance to the Resource & Audit Committee will ensure that members are kept informed of issues in this key area.

The introduction of improved and more accurate Management Information available through the new HR and Payroll system has also been taken into account when considering KPIs for 2013/14.

Key actions for the service are included within this section and are detailed after the KPIs.

- 3.5. The final section of the Business Plan contains the service Risk Register. This was reviewed by the Service Management Team in preparation for the compilation of the Business Plan. Risks are scored according to the Council's risk matrix and reviewed on a monthly basis. New risks can be added throughout the year and the service has an escalation route in place to the Council Management Team for occasions when an identified risk is deemed to require a corporate view and assessment.

4.0 Sustainability Implications

- 4.1. There are no sustainability implications associated with this report.

5.0 Resource Implications

5.1. Financial Details

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

- 5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

5.4. Staffing

- 5.5. There are no staffing implications associated with this report.

6.0 Exempt Reports

- 6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

- (1) **Our Priorities** (Please double click on the check box)

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer

- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

(2) **Council Policies** (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes No N/A

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix A - Support Services Business Plan 2013/14

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)


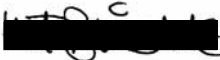
Yes (please list the documents below) No

Corporate Plan 2013 - 2017
Single Outcome Agreement (SOA)

Author(s)

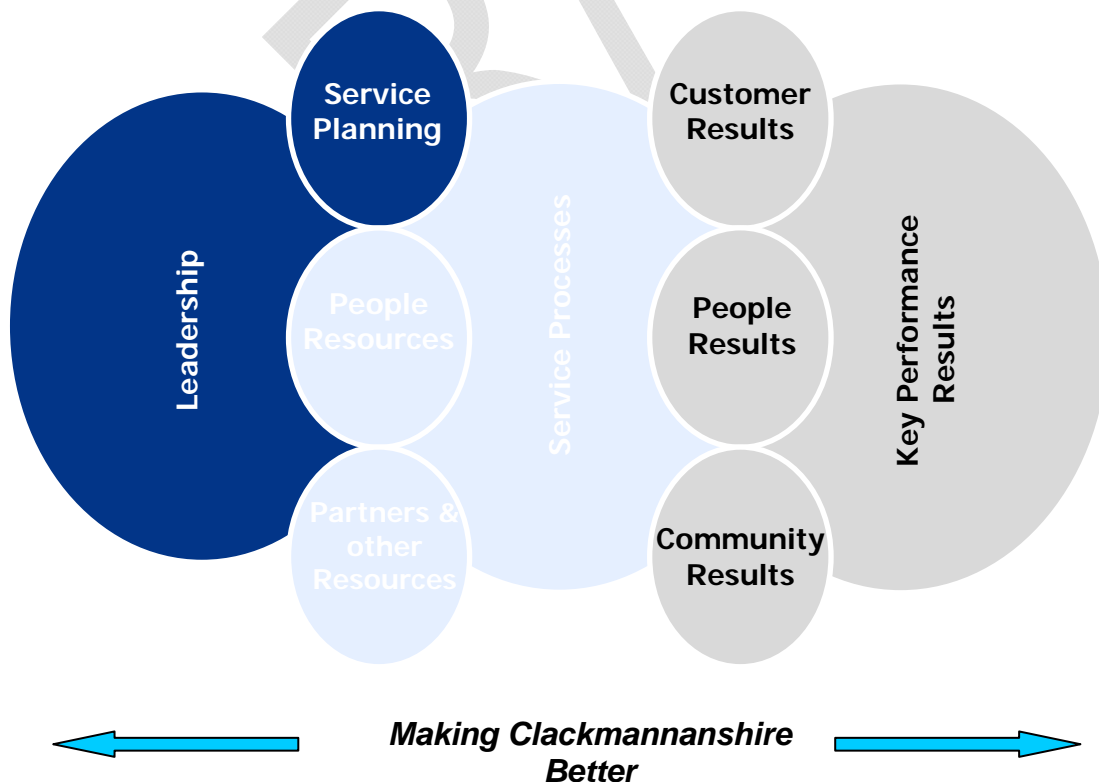
NAME	DESIGNATION	TEL NO / EXTENSION
Julie Burnett	Senior Support Services Manager	2022

Approved by

NAME	DESIGNATION	SIGNATURE
Julie Burnett	Senior Support Services Manager	
Nikki Bridle	Director of Finance & Corporate Services	

Support Services

Business plan 2013-14



Version	0.7
Status	DRAFT
Date	23.05.13

1 SERVICE OVERVIEW

1.1 SERVICE MISSION / PURPOSE & OBJECTIVES

Finance & Corporate Services Vision

To achieve excellence in the delivery of corporate, support and customer services, recognised for our first class people, first class customer service and first class results.

Finance & Corporate Services Guiding Principles

- Continuous Improvement
- Customer Service Excellence
- Value our people
- Effective governance and financial stewardship
- Transparency
- Sustainability
- Equality

Support Services

The Support Service core functions include:

- Accountancy (budget management and financial accounting)
- Revenues and Payments (including Audit and Fraud)
- Governance (Human Resource Management, Legal Services, Health & Safety, Democracy, Procurement)
- Information Technology

As Support Services we aim to be the professional advisor, provider or partner of choice for our customers and stakeholders, both internal and external.

Our vision is to ensure that our financial and human resources, our systems and processes are aligned to the strategic aims of the organisation to facilitate the delivery of the Council's corporate priorities in a legally compliant, cost efficient and effective way.

Our mission is to provide high quality, professional, value added proactive advice and support to enable senior officers, managers, elected members and staff in the delivery of their strategic and operational objectives.

Our priorities are

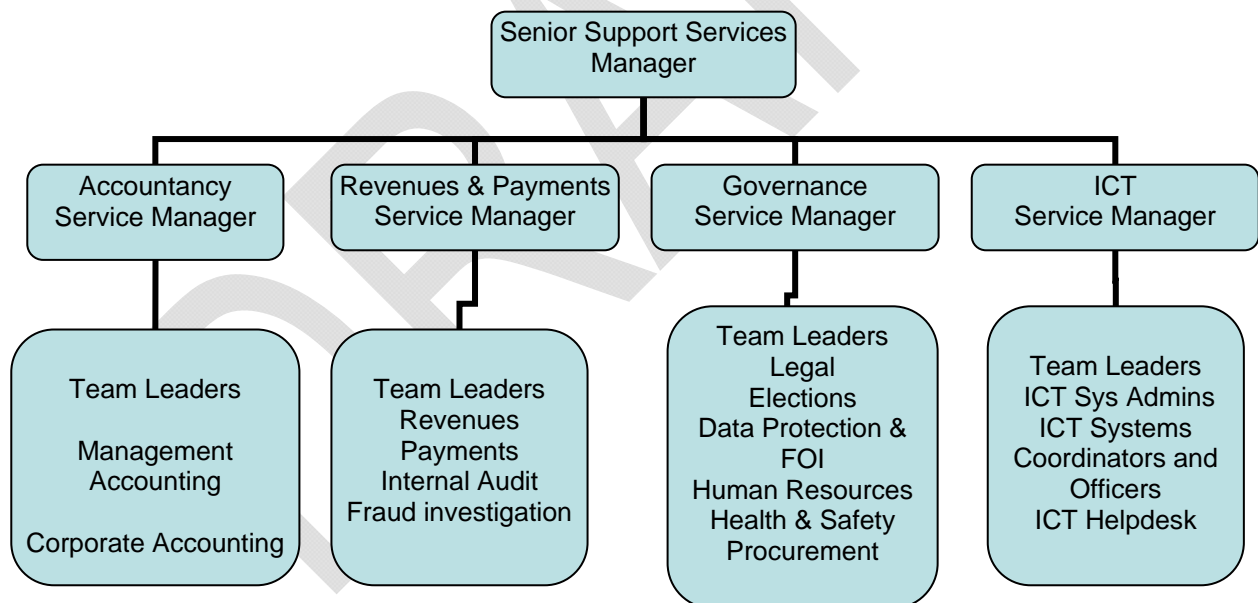
- Good governance and financial stewardship
- The provision of professional advice and support to other services
- Corporate capacity building that supports the aims and objectives of the Council

Service Objectives

In order to achieve this we will:-

- promote and implement good financial, technological and governance practices within the organisation
- provide high quality professional support services to officers and elected members to enable them to deliver their business objectives in an effective and cost efficient manner
- provide strategic financial and human resource management advice that will inform and shape future service delivery and ensure that the Council's workforce is aligned to achieving its corporate objectives
- provide proactive, professional and customer focussed support services to ensure that we continue to be the provider of choice
- continuously improve and support our staff in their professional and personal development to provide excellent customer service

1.2 SERVICE STRUCTURE



1.3 BUDGET

REVENUE BUDGET	£000
Employee related expenditure	5,534
Transport related expenditure	24
Supplies and Services	566
Third Party Payments	539
Income	(801)
Total Budget	5,862

CAPITAL BUDGET	£000
ICT Strategy	280
Digital Broadband	100
Welfare Reform implementation	100
Total	480

2 KEY ISSUES FOR THE SERVICE

Work carried out to identify these issues includes:

- Review of support services business plan 2012/13
- Review of support services risk register 2012/13
- Business planning session held in November 2012
- Feedback from customers throughout the organisation
- CSE assessment outcome in November 2012
- Plans to rationalise the Council's estate and move to one location
- Analysis of key actions from Support Services Governance Improvement Plan

Identified issues:

- Providing appropriate and effective professional support to facilitate continued service restructuring, redesign and the introduction of different ways of working across the Council's services.
- Achieving operational excellence making best use of the services' Governance Improvement plan, Clackmannanshire Improvement Model (CIM) and working towards achieving IIP quality standards.
- The delivery of in excess of 85 support services projects, including systems replacement, implementation of new systems, people and finance matters and aspects of Welfare Reform, that have the potential to impact on service delivery or corporate objectives.
- Involvement in the delivery of a range of corporate projects with expertise being called upon to support and advise project teams as required.

- The move of all council office accommodation to one location, at Kilncraigs. For support services this issue relates to the involvement of ICT and HR services in particular, to support the corporate aspects of the move.
- The move of our own services to one location. Supporting our own teams to change practice and move to new Ways of Working.
- Data protection, information management, FOI requests and how to resource and manage required changes, some of which are legislative.
- The implementation of various aspects of Welfare Reform in 2013/14 and beyond. Welfare Reform could impact adversely on service delivery as a result of new systems and processes. There are also financial implications of the requirement to deliver additional duties within limited funding allocations.
- Shared services - the provision of appropriate support service infrastructure to facilitate joint working arrangements with Stirling Council in relation to our shared Education and Social Work Services. The consideration of options for the joint provision of services in the future (ICT)
- The new and integrated HR and Payroll system will be live from 1.4.13. The second stage of the project will be delivered, including self service for managers and employees. This will require buy-in and further development and training for HR & Payroll teams as well as for customers.
- Increased demand on legal and financial services as a result of different service initiatives such as compulsory purchase, the purchase of properties, a forecast increase in the number of childcare cases, procurement initiatives and the potential for debt recovery requirements to increase.
- The implementation of legislative changes such as RTI and Auto-enrolment to ensure compliance and understanding of the changes throughout the Council.
- Review and revision of business continuity plans (ICT) as a result of the move to one building in the autumn of 2013.
- Supporting and developing business transformation and new ways of working in the context of a reducing workforce and tight financial settlements
- Financial pressures resulting from reducing funding from central government.
- How to improve communications with all support services staff to ensure the service teams are aware of service and Council direction and how each employee contributes to the achievement of Council and community objectives.

A continuous and planned cycle of review, monitoring and evaluation of planning and performance will assist with the management of the service issues outlined above. SMT meeting, FCS meetings, the corporate governance panel and service team meetings will provide the forum for these activities.

3 APPROACHES

Our approach to service delivery is aligned with the key elements of the Governance Strategy namely :-

- 1 effective leadership and positive organisational culture
- 2 positive relationships with internal and external stakeholders
- 3 robust and effective risk management
- 4 appropriate and effective internal controls
- 5 sound business planning and robust performance management
- 6 external compliance and accountability
- 7 good information management
- 8 effective monitoring and review

3.1 Leadership and culture

At an organisational level we shall provide the professional and technical advice and support to our Elected Members and senior managers to enable them be effective in their leadership role. We shall ensure that the governance arrangements around the Council's decision making processes are effective and aligned to the business needs of the organisation.

We will provide leadership on Corporate issues through the development and implementation of strategies relating to Governance, ICT, People and Information Management, Financial Management and related Government initiatives such as Welfare Reform.

At Service Level we shall continue to develop the leadership skills of our service, team and line managers to enable them to ensure that they and their staff demonstrate the behaviours necessary to promote a positive organisational culture based on innovation, mutual trust and respect

3.2 Customer and Stakeholder engagement

Support Services is committed to achieving and maintaining the highest standards of customer service in respect of all of our stakeholders and customers, both internal and external as evidenced by our Customer Service Excellence accreditation. Effective, proactive engagement with our customers and partners enables us identify their needs and we recognise the importance of constructive customer feedback, whether that be positive or negative, in shaping service provision and improving service delivery.

We recognise that we need to have different mechanisms in place for engagement and feedback depending upon the subject matter. These include :-

- the formal process of presentation and approval of matters (such as the Service Business Plan) at Council and Committees

- publication of information and feedback via Clacks Web and intranet
- customer satisfaction surveys
- consultation via the Senior Management Forum (e.g. for strategy and policy development proposals)
- attendance at service team meetings
- short term focus groups
- one to one meetings as required

All feedback will be considered and where we need to make improvements these will be built into our business, operational and individual PRD plans as required.

We recognise that good communication is an integral element of effective information management. As a service we shall be consistent and clear in our communications with staff and stakeholders.

We shall use a variety of tools and mechanisms to ensure that our staff and stakeholders receive the information that they need to make decisions and achieve their aims and objectives. These will include ;-

;-

- verbal communication through regular service / team/ 1-1 meetings
- written communication in the form of briefings /memos/guidance notes
- written communication in electronic form via email
- the use of the Council's electronic information system and Clacks Web

We appreciate that effective communication is a two way process and we shall ensure that staff and stakeholder are given appropriate and adequate opportunities to provide feedback.

3.3 Risk Management

It is essential that Services within the organisation adopt a consistent approach to risk management. We shall assess risk at an organisational, service, team and individual level as appropriate and through training and development to encourage staff to take a proactive approach to risk management and equip them with the knowledge and confidence to identify and manage beneficial and tolerable risks.

At a Service level we will apply professional standards and practices to ensure that risks are identified and managed effectively.

We will embed Risk Management as a core component of our approach to service delivery and will deploy appropriate tools and systems to ensure that risks are captured and managed effectively.

3.4 Internal Control

We shall ensure that our internal controls in relation to the management of our financial, human, technological and information resources are adequate and effective and appropriately deployed within all services.

We shall review, and audit our control systems, processes, policies and procedures on a regular planned basis to ensure that they are fit for purpose and aligned to organisational objectives and our external compliance accountabilities.

3.5 Planning and Performance Management

Our Support Services business plan will identify our corporate business objectives which will then determine individual service objectives. These in turn shall shape the respective team operational plans which should then be clearly linked to each individual employee's PRD process.

We recognise that a linked PRD process, is key to supporting and developing staff to achieve the business objectives of the organisation. To ensure that personal development is aligned to business need a skills analysis will be carried out throughout the services during the course of the 2013/14 budget year. This will inform future workforce planning across the organisation and help identify and align resource and development with corporate priorities.

Performance shall be measured at every level and we shall review all current indicators to ensure that they relevant, meaningful and aligned to improving outcomes.

We recognise the true value of our staff and are committed to ensuring that they are equipped with the knowledge, skills and experience to play their particular part in delivering high quality services to our customers.

To ensure this, we will use the Personal Review & Development Process (PRD) to provide our staff with clarity as to their particular roles, responsibilities and accountabilities and to identify any development or training needs required to enable them to deliver to the best of their ability. It is a priority of the Service to ensure that each member of staff has an individual PRD meeting at least annually and that they have regular team and 1-1 meetings with their line managers throughout the year.

We have a commitment to improve communication at all levels of our services and have tried a number of methods to improve communications over the past twelve months. A review at the end of 2012/13 identified opportunities for further improvement and different methods will be tried over the next 12 months. The move to one location will help to improve communication.

The Resources and Audit Committee provides scrutiny and challenge of Support Services performance on a quarterly basis. A range of KPIs are reported to this Committee and Committee members are invited to challenge performance and results.

3.6 Compliance and Accountability

We shall align our internal control systems to enable us to demonstrate compliance with external requirements in terms of inspection, audit and review. We shall liaise and work in partnership with the relevant external agencies including our external auditors and government bodies to review practice and identify areas for improvement.

3.7 Information Management

We value information as a corporate asset. We shall align our systems, resources and processes to ensure that we can produce good quality information and make it available to those who need it, when they need it. We shall share information effectively to achieve the best possible outcomes within the legal framework.

Using the recently agreed information strategy as the basis for change, we shall engage with our stakeholders and provide advice, systems and support to improve information management within the organisation.

3.8 Monitoring and Review

Support Services will deliver these functions through:

Knowing how well our systems are performing and proactively monitoring and adapting our systems in response to developing needs.

Monitoring progress against published Strategies and Plans

Using software tools to manage and monitor progress in project delivery

Making better use of Covalent to monitor progress against KPIs

We will engage with internal and external audit regimes to ensure areas of risk, non-compliance or poor practice are identified and actions put in place to mitigate, reduce or eradicate the risk.

The Service Management Team will monitor and manage all aspects of performance, including risk management through service, team and one-one meetings. We shall seek to make better use of the Covalent system as a reporting and management tool to gather a wider range of quality performance information to provide greater transparency and visibility of our service performance to key stakeholders.

4 DELIVERY PLAN

Taking Clackmannanshire Forward

Support Services Business Plan 2013-14



PRIORITY OUTCOMES

The Council is effective, efficient and recognised for excellence; Vulnerable people and families are supported.

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	Target	
	Support Service KPIs						
	% of customers very or fairly satisfied with the overall service they received	n/a	n/a	86.6%	90%	92%	Support Services Management Team
	% of customers very or fairly satisfied with the way the service handled any problems	n/a	n/a	84.5%	90%	92%	Support Services Management Team
	% of customers very or fairly satisfied with the quality of information they received	n/a	n/a	86%	90%	92%	Support Services Management Team
	Number of formal complaints	n/a	n/a	2	Less than 5	Less than 5	Support Services Management Team
	% of FOI requests dealt within timescale - Support Services	n/a	96.2%	98.1%	100%	100%	Support Services Management Team
	% of Councillor Enquiries dealt within timescale - Support Services	n/a	100%	89.47%	100%	100%	Support Services Management Team
	Sickness absence rate - Support Services	3.63%	3.47%	5.98%	3.5%	3.25%	Support Services Management Team

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	Target	
	Staff turnover - Support Services	n/a	n/a	2.4%	2%	2%	Support Services Management Team
	% of support services projects proceeding within agreed timescales	n/a	n/a	74%	85%	90%	Support Services Management Team
	% of support services projects completed on time	n/a	n/a	82%	90%	95%	Support Services Management Team
New	% of users who can access the Council network remotely	10%	15%	20%	30%	40%	ICT Service manager
New	% of customers satisfied with ICT services	96%	97%	97%	98%	98%	ICT Service manager
	% available hours lost on ICT systems due to unplanned incidents	.04%	.06%	0.05%	.05%	.05%	ICT Service manager
	Accuracy of payroll information	99.17%	99.71%	99.6%	99.85%	99.9%	Revenues & Payments Manager
	Payment of suppliers within agreed timescales (30 days)	81.7%	86%	82.9%	90%	92%	Revenues & Payments Manager
New	% of payroll queries resolved within 2 days	n/a	n/a	n/a	75%	85%	Revenues & Payments Manager
	Council Tax collection rate	93.3%	93.9%	93.95%	95.5%	96%	Revenues & Payments Manager
	Debt collection rate in year (sundry debtors)	94.99%	83.73%	83.62%	88.5%	90%	Revenues & Payments Manager
	Debt outstanding rate > 90 days (sundry debtors)	51.62%	42.24%	39.3%	37.5%	35%	Revenues & Payments Manager
	Days taken to process new claims	27	26	32	25	23	Revenues & Payments Manager
	Days taken to process changes to claims	8	8	9	9	8	Revenues & Payments Manager
New	% of Non Domestic rates (NDR) collected in year	95.5%	96.89%	97.36%	97.6%	98%	Revenues & Payments Manager
New	Rent arrears as a % of total rent charged	5.3%	5.21%	5.45%	6%	6%	Revenues & Payments Manager

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	Target	
New	% of applications to Local Social Fund processed within 2 days (Crisis grants)	n/a	n/a	n/a	90%	95%	Revenues & Payments Manager
New	% of applications to Local Social Fund processed within 28 days (Community Care grants)	n/a	n/a	n/a	90%	95%	Revenues & Payments Manager
New	% of Internal Audit Plan completed	n/a	n/a	100%	100%	100%	Revenues & Payments Manager
New	% of statutory returns submitted within deadlines (RTI, HMRC, NDR, CTR, DHP, VAT, LFR, Pobe, Capital Returns)	n/a	n/a	n/a	100%	100%	Accountancy Manager / Revenues & Payments Manager
New	% of service financial reports produced to monthly deadlines	n/a	n/a	n/a	100%	100%	Accountancy Manager
New	Performance against phased budgeted spend - Support Services			92.8%	100%	100%	Support Services management team
New	Number of staff recorded as having completed a PRD			67%	100%	100%	Support Services management team
	Corporate KPIs						
	% of FOI requests dealt within timescale - Council	94.0%	97.4%	98.3%	100%	100%	Service Managers
	% of Councillor Enquiries dealt within timescale - Council	n/a	n/a	84%	100%	100%	Service Managers
	% of managers who have reviewed their Health & Safety Risk Assessment in the last 12 months.	n/a	50%	75%	100%	100%	Service Managers
New	Sickness absence rates - Council (days)			21.6	7	7	Service Managers
New	Days lost due to sickness - teaching staff			15.3	8	8	Education Management Team
New	Performance against phased budgeted spend - Council				100%	100%	Heads of Service
	% score in procurement capability assessment	25%	31%	31%	33%	Increase	Service Managers
	Ratio of capital financing costs to net revenue expenditure 1: General fund	7.9%	7.9%	7.9%	7.9%	7.9%	Accountancy Manager
	Ratio of capital financing costs to net revenue expenditure 2: HRA	23.0%	20.7%	18.5%	18.5%	18.5%	Accountancy Manager

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	Target	
	Target level of uncommitted financial reserves is achieved. (£3.6m)	Exceeded by £650k	Exceeded by £3.76m	Exceeded by £6.3m	£3.6m	£3.5m	Accountancy Manager

Targets for 2014/15 to be reviewed as part of Business Planning cycle in October 2013 and February / March 2014 in preparation for the draft Business Plan for 2014/15.

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Covalent Code	ACTION	Impact	By When	Project Budget	Lead
	Complete review of financial regulations and proposals for any amendments	Council financial processes and transactions comply with legislative requirements.	September 2013		Accountancy Manage / Revenues & Payments Manager
	Implement relevant actions derived from revised People Strategy	The Council develops the workforce it needs to deliver services and functions in the future.	August - December 2013		Governance Manager
	Support the move to one location at Kilncraigs (ICT and HR support for change management)	The move to Kilncraigs is delivered smoothly and provides employees with the technology required to carry out their work and people feel supported during the move.	November 2013		Support Services Managers
	Complete the job families project (single status)	Rationalisation of the number of job types across the Council's services. Delivers consistency and resolves the issues resulting from implementing the Living Wage.	March 2014	tbc	Governance Manager
	Investigate how communication processes could be improved across support services teams and take action to make improvements	A consistent approach to communication such as emails, team meetings and the sharing of information. Employees will develop an improved understanding of future plans and what is happening across the Council. Employees will be better informed and invited to provide constructive feedback. Feedback loops to be developed to confirm actions taken as a result of feedback.	June 2013		Senior Support Services Manager
	Deliver phase 2 of the HR / Payroll project	Implementation of phase 2 will include H&S and L&D modules, making best use of new system and delivering efficiencies across the organisation.	September 2013	£27.5k	Governance Manager / Revenues & Payroll Manager
	Implement SWIFT case management system for social services (childcare)	Childcare team able to access and work on same system as colleagues in Stirling	March 2014	With service	ICT Manager / Procurement Manager
	Compliance with equality duties (HR specific)	Council practices are compliant with duties as set under the Equalities Act. Management Information complies with the requirements of legislation and is published in a timely manner.	April 2013		Governance Manager / HR Team Leader
	All Support Services restructures complete. Learning and development plans agreed with a focus on building capacity and CPD.	All teams complete and positions filled.	September 2013		Support Services Managers

Support Services risk register 2013/14

SERVICE RISK 1							
Covalent Code		Assigned To	Support Services management Team	Current Rating		Target Rating	
Description	Lack of corporate compliance with processes for legal, financial, technological and HR input into significant projects.			Likelihood	3	Likelihood	2
Potential Effect	Council suffers reputational or financial loss and/or is unable to maximise best value as project outcome. Service has to change approach or objective to ensure corporate or legislative compliance. Dissatisfied customer.			Impact	4	Impact	4
Latest Note							

SERVICE ACTIONS				
Covalent Code	ACTION	Impact	By when	Lead
	Engage with services and management teams to ensure Relevant support service is involved at an early stage of any project or restructure. Regular engagement with service management teams to develop awareness and understanding of future plans	Reduces need for intervention at a later stage of the project or service change. Advice and support is relevant and delivered within expected timescales.	Beginning of each budget year	All Support Service Manager

SERVICE RISK 2							
Covalent Code		Assigned To	Governance Manager	Current Rating		Target Rating	
Description	Services not aware of or not applying appropriate Council governance framework and strategy in practice.			Likelihood	3	Likelihood	2
Potential Effect	Council suffers reputational or financial loss and/or is unable to maximise best value.			Impact	5	Impact	5
Latest Note	January 2013 - likelihood reduced to 3 on review as improvements have been made in engaging with service management teams and through the introduction of the Governance panel.						

SERVICE ACTIONS				
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Covalent Code	ACTION	Impact	By when	Lead
	Consistent and strong messages regarding governance arrangements from CMT and SMF. Use of the Governance "house" model in business planning	Services develop understanding of importance of sound governance arrangements and what responsibility and accountability each service and manager has in this respect.	Annually through governance panels and challenge sessions.	CMT Governance Manager and Governance team
	Appropriate challenge, through the Governance Panel, if corporate governance stance is not followed by senior managers. Development of the AGS process to become a part of the business planning cycle.	Reminds managers of their corporate responsibility and potential impact of non compliance.	Annual Governance Panel meetings	Governance Manager

SERVICE RISK 3

Covalent Code	Assigned To	Senior Support Services Manager	Current Rating	Target Rating		
Description	Support service professional and technical guidance and advice is not followed.		Likelihood	3	Likelihood	1
Potential Effect	Risk to council and corporate management team of increased financial commitment, poor practice and reputational damage. Negative publicity or potential to overspend. Reactive actions required to fix problems - resource is diverted from planned work.		Impact	5	Impact	5
Latest Note						

SERVICE ACTIONS

Covalent Code	ACTION	Impact	By when	Lead
	Work with services to develop their understanding of why certain actions might prove detrimental to the council or service.	Reduction in amount of reactive decisions and improved understanding of corporate position.	Monthly Service meetings resulting in reduced score by March 2014	All support services managers
	Be prepared to challenge actions or behaviour that does not comply with accepted practice or council policy or standing orders. Communicate to services where and how to source advice and support	Actions or plans with identified high levels of risk may have to be cancelled or realigned causing delay. Services know and understand the rationale behind decisions and defined course of action.	Risk scoring reducing by March 2014	All support services managers

SERVICE RISK 4

Covalent Code		Assigned To	Senior Support Services manager	Current Rating		Target Rating	
Description	No single information point that provides a complete view of corporate projects and corporate asset management plans. Require complete understanding of Business Transformation Process that will provide future direction for Council			Likelihood	3	Likelihood	1
Potential Effect	Unable to provide effective and relevant advice when required. Unable to shape support services to ensure effective and efficient use of resources to support achievement of vision.			Impact	3	Impact	3
Latest Note							

SERVICE ACTIONS

Covalent Code	ACTIONS	Impact	By when	Lead
	<p>Confirm vision for future direction of services and council.</p> <p>Ensure full understanding so support services can be designed to support achievement of vision.</p> <p>Support services to be involved in and aware of future proposals for service delivery</p>	<p>Future direction for support services can be designed to provide support and professional advice as required.</p> <p>Support services will develop and change to meet and fully support the achievement of corporate and service visions.</p>	<p>September 2014</p> <p>(Making Clacks Better)</p>	<p>Senior Support Services manager</p>

SERVICE RISK 5

Covalent Code		Assigned To	ICT Service Manager	Current Rating		Target Rating	
Description	Failure or unavailability of secure ICT systems.			Likelihood	3	Likelihood	1
Potential Effect	Impact on other services / remainder of Council / public			Impact	4	Impact	3
Latest Note	Raised as a risk January 2013 due to the impending move to Kilncraigs (one location)						

SERVICE ACTIONS

Covalent Code	ACTIONS	Impact	By when	Lead
	<p>Review and Update Disaster Recovery and Business Continuity plans for ICT systems</p> <p>Communicate impact of move to a single site to Council Services</p> <p>Identify contingency arrangements</p> <p>Review and revise arrangements for off site storage of council information assets</p>	<p>Plans will be up to date to reflect the new operating environment</p> <p>Plans will be understood by Council and Services</p> <p>Speed of recovery will be improved in event of a business continuity incident</p> <p>Risk of information loss due to use of a single site will be reduced</p>	<p>Draft (revised) Business Continuity Plan by September 2013</p> <p>Arrangements in place by December 2014</p>	ICT Service Manager

SERVICE RISK 6

Covalent Code	Assigned To	Support Services management Team	Current Rating	Target Rating
Description	Rising stress levels across wider support services teams and other services		Likelihood 3	Likelihood 1
Potential Effect	Impact on teams, Managers and individuals is increased workloads leading to incidents of stress in some employees. Impact on service delivery - reduced level of service, increase in workload for remaining employees.		Impact 3	Impact 3
Latest Note	Introduced as a risk in January 2013 as part of review during business planning			

SERVICE ACTIONS

Covalent Code	ACTIONS	Impact	By when	Lead
	<p>Source additional resource to manage workload</p> <p>Prioritise workloads to maintain manageable levels of work</p> <p>Change service delivery process</p>	<p>Additional costs incurred - not viable in current financial situation</p> <p>Dissatisfied customers as a result of delays to planned projects / changes</p> <p>A more efficient method of service delivery; focussed teams. Cross -service working.</p>	<p>Review absence statistics quarterly</p> <p>Propose actions as required</p>	Senior Support Services manager

SERVICE RISK 7

Covalent Code		Assigned To	Revenues & Payments Service Manager / Accountancy Service Manager	Current Rating		Target Rating	
Description	Financial loss through system or process failure			Likelihood	2	Likelihood	1
Potential Effect	Unable to mitigate the risk of unrecovered income (debt); expenditure controls are ineffective due to lack of time, resource, external factors or system failure			Impact	4	Impact	4
Latest Note	Introduced as a risk in January 2013 as part of review during business planning						

SERVICE ACTIONS

Covalent Code	ACTIONS	Impact	By when	Lead
	Good financial controls, use of internal and external audit teams to ensure compliance and identify areas for improvement, compliant systems in use across all services, regular and proactive budget monitoring, payroll controls.	Reduction in risk levels. Areas of high risk identified and mitigating / improvement actions agreed with services.	Review in September 2013. Action plan for improvements communicated by December 2013	Support Services Management Team

SERVICE RISK 8

Covalent Code		Assigned To	Senior Support Services manager	Current Rating		Target Rating	
Description	Number of Support Services and Corporate projects requiring input from one or more support services.			Likelihood	4	Likelihood	2
Potential Effect	Resource is diverted to projects resulting in fall in quality or delays in "business as usual"			Impact	3	Impact	2
Latest Note	Relates to issues raised during business planning process						

SERVICE ACTIONS

Covalent Code	ACTIONS	Impact	By when	Lead
	Continued and improved use of project management tool to monitor and manage projects. Reporting of progress against targets for all projects Ensuring project teams are scoped and costed as part of Project Initiation process.	Project team is agreed at outset with backfill sourced where required to protect business as usual. Service teams remain resourced at a level where they can carry out routine tasks.	As required depending on project scope	Support Services Management Team

SERVICE ISSUE 1

Covalent Code		Assigned To	Senior Support Services Manager	Current Rating		Target Rating	
Description	Continued development of Shared Services leading to issues to be resolved: <ul style="list-style-type: none"> - Challenge of funding models - Future arrangements for support services - Lack of engagement - Implementation of SWIFT case management system (childcare) 			Likelihood	3	Likelihood	

Covalent Code	ACTION	Impact	By when	Lead
	Manage expectations and provide clarity around what support is available and adopt a proactive approach with customers. Consider and adopt different ways of working within existing resource. More efficient / effective working practices to improve the customer experience.	An improved mutual understanding and satisfied customers.	On-going	Senior Support Services manager

SERVICE ISSUE 2

Covalent Code		Assigned To	Support Services Management team	Current Rating		Target Rating	
Description	Impact of new Committee arrangements			Likelihood	4	Likelihood	1
Potential Effect	Demands on time of services (legal and finance services in particular)			Impact	3	Impact	3
Latest Note							

SERVICE ACTIONS

Covalent Code	ACTION	Impact	By when	Lead
	Identify time spent supporting new committee structures; Propose new ways of working that continue to satisfy committee requirements but require less time commitment	Resource is released back into service reducing pressure and re-focussing on core work	September 2013 & March 2014	Senior Support Services manager

Date of Meeting: 20 June 2013

Subject: Strategy & Customer Services Business Plan 2013/14

Report by: Head of Strategy & Customer Services

1.0 Purpose

- 1.1. This report presents the Strategy & Customer Services Business Plan for 2013/14 to Resource & Audit Committee for consideration.

2.0 Recommendations

- 2.1. It is recommended that Committee notes the report, commenting and challenging as appropriate.

3.0 Considerations

- 3.1. The Business Plan sets out the objectives and aims of the service (see Appendix 1). It is aligned with Taking Clackmannanshire Forward and the draft the Single Outcome Agreement.
- 3.2. The Plan has been developed using a wide range of intelligence sources, for example, customer insight, performance results and self assessment, including a governance self assessment validated through peer review.
- 3.3. Its format follows corporate guidance and good practice, and is set out in 4 distinct sections: service overview, key issues, approaches and delivery plan. The delivery plan contains detail of the actions we will take to improve performance, the performance measure we will use to gauge progress against stated outcomes, and the risks we believe, should they materialise, may affect our ability to deliver services and intended performance outcomes.
- 3.4. Once finalised, Business Plan will be available all to stakeholders through Clackswab. It has been translated into operational plans for the 3 main business units within Strategy and Customer Services, and in turn team plans. These will form the basis for staff PRDs, ensuring that staff objectives and learning and development plans are firmly based in a shared vision and outcomes.

- 3.5. The Business Plan will be delivered within the budget approved for Strategy & Customer Services at the Special Council meeting of the 8 February 2013. As such, there are no direct financial implications arising from this report.

Conclusions

- 3.6. The Business Plan sets out the objectives and aims of Strategy & Customer Services for the year 2013/14. It will be translated into individual objectives and learning plans through the PRD process, so that all staff are working towards the delivery of the Council's stated outcomes within Taking Clackmannanshire Forward.

4.0 Sustainability Implications

- 4.1. There are no direct sustainability implications associated with this report.

5.0 Resource Implications

5.1. *Financial Details*

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

- 5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

5.4. *Staffing*

- 5.5. There are no direct staffing implications associated with this report.

6.0 Exempt Reports

- 6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

- (1) **Our Priorities** (Please double click on the check box)

- | | |
|--|-------------------------------------|
| The area has a positive image and attracts people and businesses | <input type="checkbox"/> |
| Our communities are more cohesive and inclusive | <input type="checkbox"/> |
| People are better skilled, trained and ready for learning and employment | <input type="checkbox"/> |
| Our communities are safer | <input type="checkbox"/> |
| Vulnerable people and families are supported | <input checked="" type="checkbox"/> |
| Substance misuse and its effects are reduced | <input type="checkbox"/> |
| Health is improving and health inequalities are reducing | <input type="checkbox"/> |

The environment is protected and enhanced for all

The Council is effective, efficient and recognised for excellence

(2) **Council Policies** (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
 Yes No

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix A - Strategy & Customer Services Business Plan 2013/14

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
 Yes (please list the documents below) No

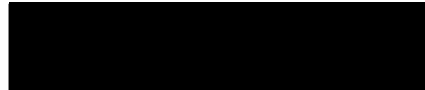
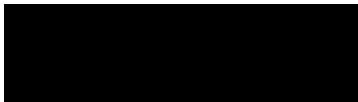
Corporate Plan 2013 - 2017

Draft Single Outcome Agreement (SOA)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Head of Strategy & Customer Services	2127

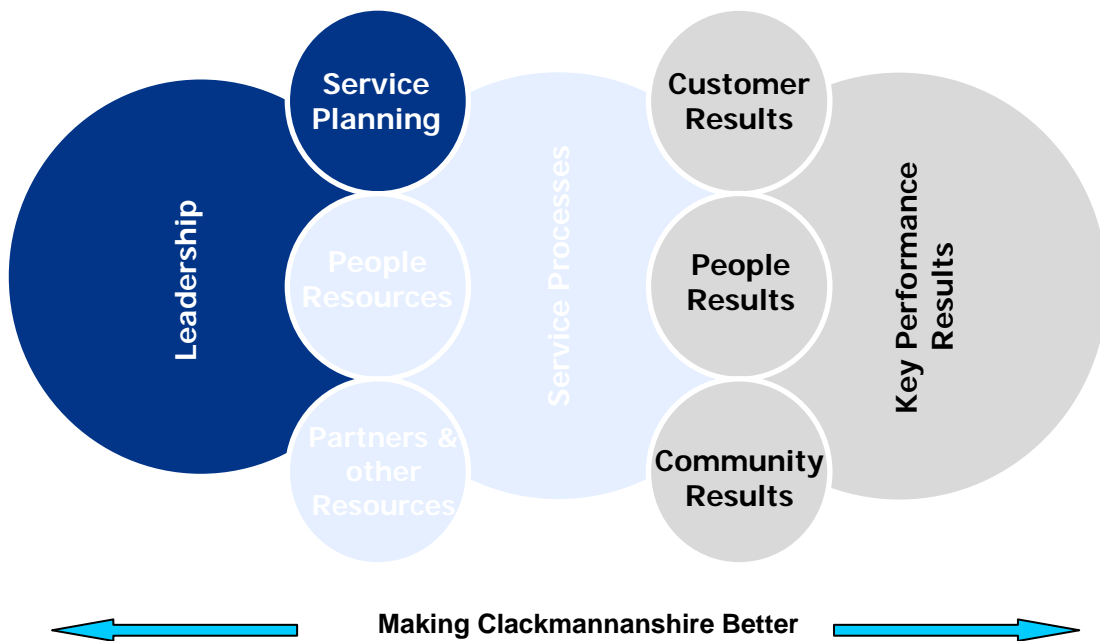
Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy & Customer Services	
Nikki Bridle	Director of Finance & Corporate Services	

Strategy & Customer Services



Business plan 2013-14



1 STRATEGY & CUSTOMER SERVICES OVERVIEW

1.1 SERVICE MISSION / PURPOSE & OBJECTIVES

Purpose

Strategy and Customer Services has a broad remit which is both strategic and operational and corporate and service-specific.

Its main objectives are to:

- support the strategic positioning of the Council by:
 - developing and supporting effective strategic partnerships through the mechanism of community planning;
 - promoting strategic policy cohesion within the Council;
 - enhancing the strategic capacity of the Council;
- enhance corporate performance and service delivery by:
 - providing effective internal services including business support, communications, research, performance and strategy development;
- deliver excellent services in local communities by:
 - providing effective external customer services through a range of access points including libraries, local offices, registrars, contact centre and clacksweb;
 - providing opportunities for community learning and development;
 - co-ordinating the organisation's response to major incidents and emergencies.

Vision & Guiding Principles

As part of Finance & Corporate Services, working together with colleagues in Support Services, our vision is:

to achieve excellence in the delivery of corporate, support and customer services and be recognised for our first class people, first class customer service and first class results.

To achieve our Vision, our **Guiding Principles** are:

- Continuous improvement
- Customer service excellence
- Value our people
- Effective governance and stewardship
- Transparency
- Sustainability
- Equality

Values & Behaviours

As a service we share the Council's **CORE values**, those being:

Commitment, Trust and Partnership

Openness and Accountability

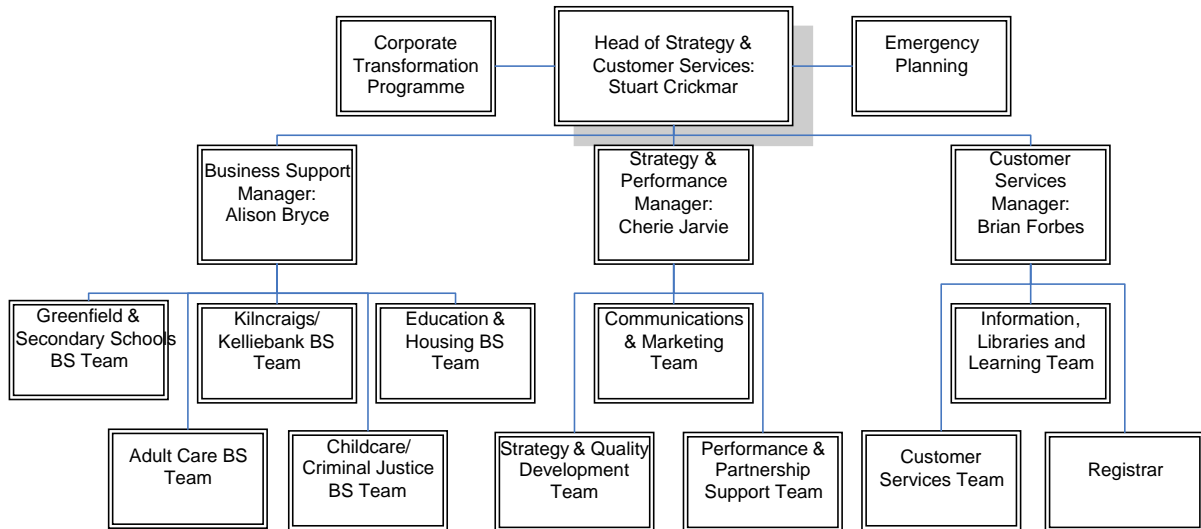
Respect and Dignity

Equity, Fairness and Inclusion

We are committed to the following **Behaviours**:

- Openness and integrity
- Focus on quality
- Confidence and "can do"
- Team work
- Listening
- Responsibility & accountability
- Supportive leadership

1.2 SERVICE STRUCTURE



1.3 BUDGET - 2013/14

REVENUE BUDGET	
Total Budget	£7,020,000

CAPITAL BUDGET	
Total Budget	NONE

2 KEY ISSUES FOR THE SERVICE

In reaching these key issues, the following have been considered:

- Governance Statement;
- CIM and CSE improvement planning;
- corporate policies & strategies, particularly those we have responsibility for;
- corporate and service risk register;
- staff feedback including results from the staff survey;
- feedback from customers and results from our customer surveys;
- feedback from communities, partners and other stakeholders;
- performance Results from previous Business Plan;
- PESTLE/SWOT analysis.

The following have been identified as key issues for the service during this business planning year:

- support the transition to an integrated systems approach, focused on prevention and early intervention and local engagement and development, as defined in the SOA, corporate priorities and Making Clackmannanshire Better programme;
- we need to maintain a focus to ensure the service continues to reduce costs in a managed way whilst maintaining a reputation for the delivery of high quality services;
- a significant element of the above, is our need to ensure the adoption of new ways of working, with the move to Kilncraigs in late 2013 being a significant transition for the service, staff and customers - our intention is a managed transition to appropriate work styles for all staff that improve work/life balance, whilst enhancing the customer experience, reducing costs as well as our service environmental footprint;
- ensuring approved corporate policies and approaches are systematically deployed to, understood by and used by all our staff - a number of key risk areas have been identified;
- ensuring that all corporate approaches, for which we have responsibility as a service: are fully defined and aligned with best practice, are supported by development programmes, are systematically deployed to appropriate staff, and, are evaluated regularly and transparently - a number of key risk areas have been identified;
- bringing communities together through implementing an extensive programme of civic events, including those related to the Homecoming and the run-in to Commonwealth Games for 2014;
- retaining and building on our Customer Service Excellence status - this includes ensuring more robust and systematic feedback from all our main customer groups;
- significantly developing our approaches to staff communication engagement, and learning and development.

3 APPROACHES



3.1 CUSTOMER/STAKEHOLDER ENGAGEMENT

Our aim is consistently to achieve the very highest standards of customer service for all our stakeholders. Retaining and building upon the Customer Service Excellence quality standard as planned in May 2012 validated our approaches.

Achieving the standard does not mean we standstill: a core component of customer service excellence is continuous improvement. An annual improvement action plan is developed and implemented over the course of the year, prior to our annual surveillance visit. One key development is our annual report that will include a section which details customer results achieved over the year.

The service also has a key role in developing community engagement for the Council and Clackmannanshire Alliance. We continue to manage the Clacks 1000 citizens panel and provide liaison with community councils and other community groups in Clackmannanshire. Working with Alliance partners, the Community Learning and Development Strategy continues to be a major piece of work that will see significant developments over the coming year, not least planned legislation arising from the Community Empowerment and Renewal Bill.

3.2 SUPPORTING AND DEVELOPING STAFF

People Development within the service is aligned with corporate management approaches, consistent with the Council's People Strategy and the Investors in People quality standard. Our aim is to ensure that all staff receive a PRD on an annual basis, supplemented with regular 121s, with the PRD forming the core of the agenda for these meetings. We have introduced the competency framework into 121s, and this, together with PRD arrangements, will continue to be systematically deployed during the coming year. Learning and development is evaluated through discussion during the PRD process and following PRDs, team and service learning and development plans will be developed and agreed by the management team.

Over the last few years we have placed significant emphasis on improving and deploying our approaches throughout the service to support and develop our staff. Some of our approaches have proved more successful than others, the impact of which has been mixed on the 36 measures in the annual employee survey, with many reporting similar performance, a few improving, with few disappointingly seeing a negative trend.

The staff survey shows there remains scope for improvement in communication, enabling effective ways for staff to feedback their views, and ensuring staff have all the development and information they need to do their job. We have included as key performance measures specific elements of the survey which will be the focus for improvement this year. More generally, we will continue to use the annual staff survey to develop understanding of the deployment and effectiveness of our people development approaches.

Strategy & Customer Services form part of the wider Finance & Corporate Services (FCS) management team. The FCS management team meets every two months, with a focus on strategic and forward planning and organisational development. This includes an extensive programme of staff engagement to ensure that all our staff have ownership of a shared vision. As reported above, approaches adopted during last year had mixed results, and this is an area we reflect on and develop this year.

The Strategy & Customer Services management team meetings and operational/team meetings, with core agendas, are held monthly, focussing mainly on team administrative issues and corporate and service communication. Corporate /directorate cascade briefings are discussed. The staff survey indicates that whilst communication is relatively good, there is still some way to go and this will be an area for continued focus over the coming year.

We seek to ensure other staff support mechanisms are deployed, including back-to-work interviews following periods of staff absence, and corporate induction processes when a new member of staff joins the team, or where someone takes up a new or different role.

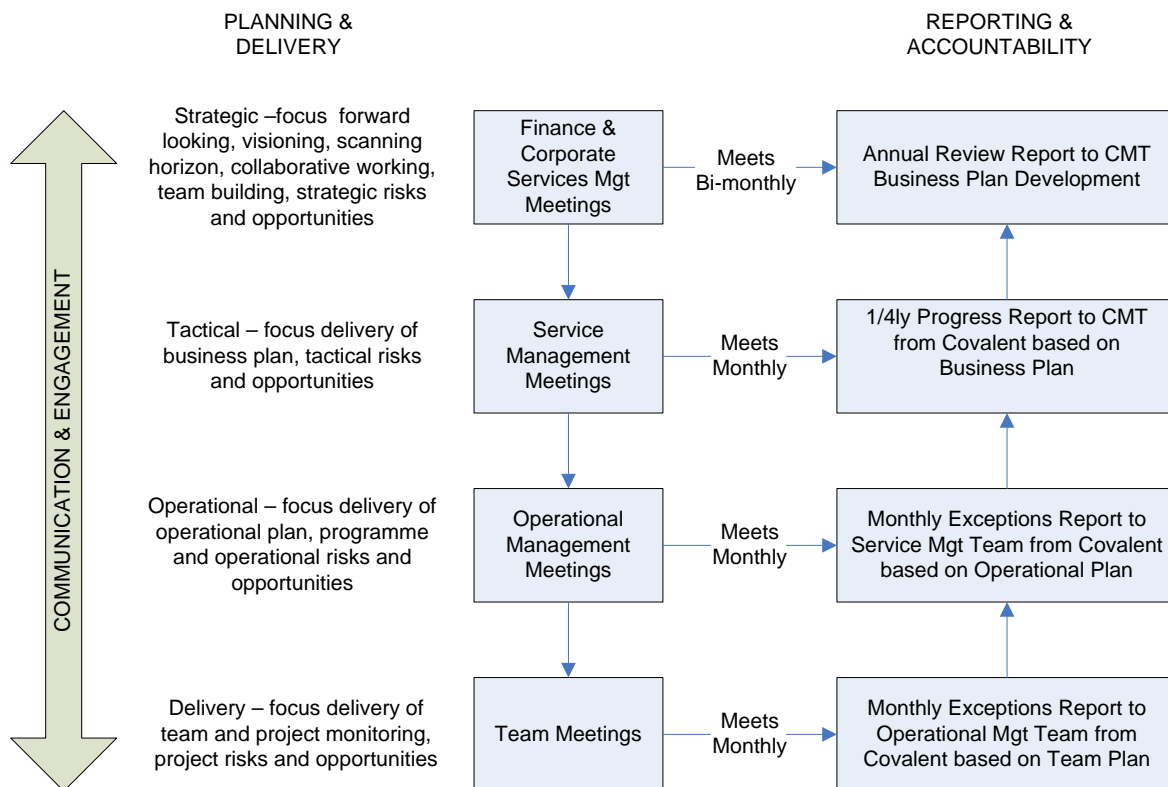
Health and Safety risk assessments are maintained. These will be reviewed and communicated to staff regularly. Up to date workplace assessments will be in place for all staff, as will fire awareness and health and safety awareness development. We need to continually review Disaster Recovery Plans in our three main service areas.

Over the coming year, our focus will be on embedding operational risk and performance management and deploying approaches aimed at improving knowledge transfer and increasing intrapreneurial activity.

3.3 MANAGING SERVICE PERFORMANCE

The service reviews and updates its operational and team plans annually in line with the business plan. This includes KPIs and operational plan actions and a risk register. These are reviewed at the management team.

The following diagram illustrates our planning and delivery, and reporting and accountability framework. It sets out the performance focus at each level within the service. Each management team has a core agenda, and terms of reference agreed by the Finance & Corporate Services management team.



Responsibility for operational and team plans is assigned to managers and team leaders through the PRD process and monitored monthly on an exceptions basis.

We endeavour to ensure that major programmes and projects within the operational and team plans have detailed project plans, with supporting risks and issues logs as appropriate.

We have deployed the Covalent system during 2012/13, providing greater transparency and visibility of our service performance to key stakeholders. Over this year we will ensure standard reporting at all levels, as illustrated above, is systematically deployed. We continue to develop a balanced set of performance measures on an ongoing basis to tell us how well we are performing (and where we need to improve). As mentioned previously, a key emphasis this year is the development of more meaningful operational measures that drive improvement.

As part of our Public Performance Reporting, we will be publishing our service annual report for 2012/13, following consideration at Resources & Audit Committee in June.

4 SERVICE LINKS TO CORPORATE PRIORITY OUTCOMES

Of the 9 priority outcomes, Strategy and Customer Services is primarily focused on the following:

- Our communities are more cohesive and inclusive; and
- The Council is effective, efficient and recognised for excellence.

5 DELIVERY PLAN



Priority Outcome 2 - Our communities are more cohesive and inclusive
WHAT ARE WE DOING TO DELIVER ON THIS OUTCOME?
<ol style="list-style-type: none"> 1. Building community capacity enabling communities to participate in decision making. 2. Developing modern, integrated community based services, including library and adult learning provision. 3. Ensuring community resilience through effective emergency planning arrangements. 4. Delivering an extensive programme of major civic events.

Community Results

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	Lead
		Value	Value	Value	Target	
SAP CL1 007	Local residents who feel that they should be consulted more on how local services are delivered	46%	53%	52%	40%	Cherie Jarvie
SAP CL1 027	Local residents who state that they feel public agencies work well together in Clackmannanshire	14%	30%	32%	45%	Cherie Jarvie
SAP CL1 030	Overall satisfaction with opportunities for participating in local decision making		23%	26%	35%	Cherie Jarvie
SAP CL1 006	Local residents who feel Clackmannanshire has strong sense of community		47%	54%	65%	Cherie Jarvie

COMMUNITY

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
SCS CUS 001	Ensure full deployment of new 2-stage Corporate Complaints procedure, in accordance with the Ombudsman's recommendations	Improved processing of customer feedback. Increased customer satisfaction	14-Nov-2013	N/A - staff resources	Brian Forbes
SCS SAP 017	Develop and implement a Community Learning and Development Strategy to support objectives of the Making Clackmannanshire Better programme	Increase in strong sense of community Increased involvement in local decision-making	31-Mar-2014	N/A - staff resources	Cherie Jarvie
SCS SAP 018	Deploy Citizen Space, corporate consultation guidance and toolkit and provide training to support implementation.	Improved satisfaction from communities on consultation.	31-Dec-2013	N/A - staff resources	Cherie Jarvie
SCS SCS 016	Plan & deliver an extensive programme of major civic events in 2013/2014	Increase in strong sense of community	31-Mar-2014	N/A - staff resources	Alison Bryce; Brian Forbes; Cherie Jarvie
SCS SCS 017	Develop 2014 Legacy Plan for Commonwealth Games and Ryder Cup	Increase strong sense of community	31-Dec-2013	N/A - staff resources	Stuart Crickmar

Priority Outcome 9 - The Council is effective, efficient and recognised for excellence
WHAT ARE WE DOING TO DELIVER ON THIS OUTCOME?
<ol style="list-style-type: none"> 1. Delivering front line customer services by phone (24x7); in person through Libraries/CAPs/Receptions, and online via ClacksWeb 2. Providing a range of corporate services to support service delivery across the Council 3. Supporting the strategic positioning of the organisation

Customer Results

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	Lead
		Value	Value	Value	Target	
BUS BUS 002	Customer satisfaction with overall experience of Business Support	84.0%	94.1%	94.1%	96%	Alison Bryce;
CUS CAP 001	Satisfaction with overall experience of Community Access Points	96.5%	100.0%	97.8%	100%	Brian Forbes
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	88.2%	90.0%	87.0%	95%	Brian Forbes
CUS CUS 001	Customer satisfaction with overall experience of Customer Services	NEW INDICATOR			90%	Brian Forbes
CUS REG 001	Customer satisfaction with overall experience of the Registrars Service		100.0%	97.1%	100%	Brian Forbes
SAP SAP 001	Customer satisfaction with overall experience of Strategy & Performance		82.3%	85.0%	90%	Cherie Jarvie
SAP SAP 002	Satisfaction with Strategy & Performance: Consultation and Information	NEW INDICATOR			90%	Cherie Jarvie
SAP SAP 003	Satisfaction with Strategy & Performance: Communications services	NEW INDICATOR			90%	
SCS SCS 016	Number of complaints received about service		4	9	N/A	Stuart Crickmar

People Results

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	Lead
		Value	Value	Value	Target	
SAP S01 SCS	Staff survey - Strategy & Customer Services staff - I am satisfied with my job	63.0%	69.2%	75.0%	85%	Stuart Crickmar; Cherie Jarvie
SAP S14 SCS	Staff survey - Strategy & Customer Services staff - My senior managers demonstrate strong and consistent leadership skills	40.0%	44.2%	37.9%	65%	Stuart Crickmar; Cherie Jarvie
SAP S15 SCS	Staff survey - Strategy & Customer Services staff - I have a Performance Review & Development meeting at least once a year	58.0%	74.4%	76.9%	95%	Stuart Crickmar; Cherie Jarvie
SAP S30 SCS	Staff survey - Strategy & Customer Services staff - I feel that communication across my service/team is good	33.0%	43.6%	45.1%	65%	Stuart Crickmar; Cherie Jarvie

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	Lead
		Value	Value	Value	Target	
SAP S31 SCS	Staff survey - Strategy & Customer Services staff - I get all the information I need to do my job	51.0%	48.7%	46.5%	65%	Stuart Crickmar; Cherie Jarvie
SAP S34 SCS	Staff survey - Strategy & Customer Services staff - There are ways to feedback my views to management within my service	50.0%	44.9%	37.6%	65%	Stuart Crickmar; Cherie Jarvie
SAP S38 SCS	Staff survey - Strategy & Customer Services staff - Survey response rate	9.5%	32.6%	40.4%	65%	Stuart Crickmar; Cherie Jarvie

Key Performance Results

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	Lead
		Value	Value	Value	Target	
CUS LIB 005	% of population who regularly use the library (i.e. borrow books)	17.00%	16.00%	12.10%	19%	Brian Forbes
SAP CL1 032	% of residents who agree that Clackmannanshire Council meets or exceeds expectations in communicating with them	12.00%	25.00%	28.00%	50%	Cherie Jarvie
SAP CL1 033	% of residents who are satisfied with the information that the Council provides on performance		26.00%	29.00%	50%	Cherie Jarvie
SAP CSE COU	% of Council services with full CSE accreditation		17%	67%	80%	Cherie Jarvie
SAP S18 ALL	Staff survey - All staff - I feel I have fair and equal access to development	51.8%	50.0%	48.7%	65%	Stuart Crickmar
SAP S19 ALL	Staff survey - All staff - Senior Managers (received an appropriate level of leadership coaching)	53.7%	39.0%	38.6%	80%	Stuart Crickmar
SAP S29 SCS	Staff survey - Strategy & Customer Services staff - The level and timing of communication across the Council is good	15.0%	23.1%	27.5%	50%	Stuart Crickmar; Cherie Jarvie
SAP S35 ALL	Staff survey - All staff - I read the staff magazine 'The Grapevine' and find it useful	33.1%	41.0%	38.8%	50%	Stuart Crickmar

SERVICE ACTIONS

CUSTOMERS

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
SCS SCS 020	Strategy & Customer Services will demonstrate that it continues to build on the CSE quality standard	Improved customer satisfaction	31-Mar-2014	N/A	Stuart Crickmar
SCS SCS 020 1	Ensure regular (min 1/4ly) and systematic customer feedback systems on all key processes	Improved customer satisfaction	30-Sep-2013	N/A	Stuart Crickmar
SCS SCS 020 2	100% full compliances within the CSE standard	Improved customer satisfaction	30-Jun-2013	N/A	Stuart Crickmar

PEOPLE

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
SCS SCS 018	Strategy & Customer Services will demonstrate that it is operating to the IIP quality standard	Improved SCS staff satisfaction More SCS staff say communications is good More SCS staff say they receive a PRD and regular, useful feedback from their manager	31-Mar-2014	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 018 1	Develop, with staff involvement, clear service L&D priorities linked to objectives, risk and opportunities	Improved SCS staff satisfaction More SCS staff say communications is good	30-Aug-2013	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 018 2	Sample assess 10% PRDs to ensure all are done and high standards are maintained	Improved SCS staff satisfaction More SCS staff say communications is good More SCS staff say they receive a PRD and regular, useful feedback from their manager	30-Aug-2013	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 018 3	Ensure service workforce plan systematically feeds development of 2014/15 business plan	Improved SCS staff satisfaction More SCS staff say communications is good	31-Dec-2013	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 019	Clearly communicate & manage smooth transition of service to Kilncraigs, including adoption of associated new ways of working across the service	Increased efficiency Improved staff satisfaction	31-Mar-2014	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie

RESOURCES

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
SCS SCS 021	Ensure that Strategy & Customer Services operates to very highest standards of Governance	Improved staff satisfaction Improved governance	31-Mar-2014	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 021 1	Review data protection systems & staff training	Improved staff satisfaction Improved governance	31-Mar-2014	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 021 2	Review equality & diversity systems and staff awareness	Improved staff satisfaction Improved governance	31-Mar-2014	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 021 3	Review staff awareness of H&S systems	Improved staff satisfaction Improved governance	31-Mar-2014	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 021 4	Review systems and staff awareness of Finance Regulations, CSO & delegated responsibility	Improved staff satisfaction Improved governance	31-Mar-2014	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 022	Ensure necessary service efficiencies/budget reductions are achieved	Increased efficiency Reductions in operating costs Improved service delivery	30-Nov-2013	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 022 1	Identify potential SCS budget reduction for 2014/15	Increased efficiency Reductions in operating costs	30-Nov-2013	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 022 2	Conduct organisational review on extending business support model	Increased efficiency Improved service delivery	30-Nov-2013	N/A	Alison Bryce
SCS SCS 022 3	Conduct organizational review of funding to voluntary organisations	Increased efficiency Improved service delivery	30-Nov-2013	N/A	Cherie Jarvie

KEY PERFORMANCE ACTIONS - OUTCOMES

Covalent Code	ACTION	Impact	By When	Project Budget	Lead	
SCS CUS 002	Develop a revised Corporate Customer service Strategy	Improved customer satisfaction Increased efficiency	31-Mar-2014	N/A	Brian Forbes	
SCS SAP 019	Gain council approval and Implement the revised People Strategy to support MCB programme	Improved organisational efficiency Increased staff satisfaction Improved governance	31-Mar-2014	N/A	Cherie Jarvie	
SCS SAP 020	Gain council approval and Implement the revised Communications & Marketing Strategy to support Making Clackmannanshire Better	Improved reputation externally Improved citizen satisfaction - Clacks 1000 More staff say that communication across the council is good	31-Mar-2014	N/A	Cherie Jarvie	
SCS SAP 021	Review and effectively deploy organizational approaches	Improved governance Improved reputation internally and externally	31-Mar-2014	N/A	Cherie Jarvie	
	SCS SAP 021 1	Funding voluntary orgs	Improved governance Improved reputation internally and externally	31-Mar-2014	N/A	Cherie Jarvie
	SCS SAP 021 2	Equality Impact Assessment	Improved governance Improved reputation internally and externally	31-Mar-2013	N/A	Cherie Jarvie
	SCS SAP 021 3	Risk management	Improved governance Improved reputation internally and externally	31-Mar-2014	N/A	Cherie Jarvie
	SCS SAP 021 4	Community engagement	Improved governance Improved reputation internally and externally	31-Mar-2014	N/A	Cherie Jarvie
	SCS SAP 021 5	Management Information	Improved governance Improved reputation internally and externally	31-Mar-2014	N/A	Cherie Jarvie
SCS SAP 022	Implement CIM improvement framework	All services achieving CSE Council maintains and builds on EFQM 'Recognised for Excellence' accreditation status	31-Mar-2014	N/A	Cherie Jarvie	
	SCS SAP 022 1	Support FM, SS & Education achieve CSE standard	All services achieving CSE	31-Mar-2014	N/A	Cherie Jarvie
	SCS SAP 022 2	Support SCS, CRS, Support Services to retain CSE	All services achieving CSE	31-Mar-2014	N/A	Cherie Jarvie
	SCS SAP 022 3	Oversee a Recognised for Excellence assessment	Council maintains and builds on EFQM 'Recognised for Excellence' accreditation status	31-Mar-2014	N/A	Cherie Jarvie
	SCS SAP 022 4	Deliver the CIM self assessment programme	Council maintains and builds on EFQM 'Recognised for Excellence' accreditation status	31-Mar-2014	N/A	Cherie Jarvie

Covalent Code	ACTION		Impact	By When	Project Budget	Lead
SCS SAP 023	Report annual reviews of:		Improved governance Improved reputation internally and externally	31-Dec-2013	N/A	Cherie Jarvie
	SCS SAP 023 1	SOA	Improved governance Improved reputation internally and externally	31-Dec-2013	N/A	Cherie Jarvie
	SCS SAP 023 2	Corporate Plan	Improved governance Improved reputation internally and externally	31-Dec-2013	N/A	Cherie Jarvie
	SCS SAP 023 3	SPI Direction	Improved governance Improved reputation internally and externally	30-Sep-2013	N/A	Cherie Jarvie
SCS SCS 023	Scrutiny Improvement		Improved governance	31-Mar-2014	N/A	Stuart Crickmar
	SCS SCS 023 1	Implement plan approved Feb 2013	Improved governance	31-Mar-2014	N/A	Stuart Crickmar
	SCS SCS 023 2	Complete 2 reviews agreed in Dec 2012	Improved governance	30-Sep-2013	N/A	Stuart Crickmar
	SCS SCS 023 3	Undertake risk-based assessment with R&A Committee	Improved governance	31-Dec-2013	N/A	Stuart Crickmar
SCS SCS 024	Support 'Making Clackmannanshire Better' Programme		Improved service delivery and efficiencies. Increase in community satisfaction.	31-Mar-2014	N/A	Stuart Crickmar
SCS SCS 025	Gain council approval and Implement the revised Corporate Asset Management Strategy to support Making Clackmannanshire Better		Effective governance Improved efficiency	31-Mar-2014	N/A	Stuart Crickmar

Risk Register 2013-14

Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
FCS SCS 023	Community engagement/communications failures	Breakdown in trust Lack of buy-in Decisions not aligned with community aspiration Reputational damage Loss of confidence	Community Engagement Process	Cherie Jarvie		3	3	9
Related Mitigating Actions and Internal Controls		Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
		SCS SAP 017	Develop and implement a Community Learning and Development Strategy to support objectives of the Making Clackmannanshire Better programme			3	2	6

Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
FCS SCS 017	Loss of key skills, knowledge or capacity due to abnormal staff absence levels or turnover	Decline in service provision ; programme slippage; decline in moral	Attendance Mgt; Documented processes	Alison Bryce; Brian Forbes; Cherie Jarvie;		4	4	16
Related Mitigating Actions and Internal Controls		Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
		SCS BUS 004	Continue to support the implementation of IDOX/EDRMS in run up to Kilncraigs move			4	3	12
		SCS BUS 009	Continuous workforce planning to address specified needs					

Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
FCS SCS 025	Failures of communication with staff	Loss of morale Loss of efficiency	Team meetings Cascade system Knowledge systems	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie;		3	3	9
Related Mitigating Actions and Internal Controls		Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
		SCS SCS 019	Clearly communicate & manage smooth transition of service to Kilncraigs, including adoption of associated new ways of working across the service			3	2	6

Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
FCS SCS 016	Extended failure to be able to communicate with customers/undertake transactions for customers	Reputational damage; Customer dissatisfaction; financial loss	Business Continuity Plan Resilience & Preparedness Planning	Brian Forbes		4	2	8
	Related Mitigating Actions and Internal Controls	Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
		SCS CUS 002	Develop a revised Corporate Customer service Strategy			4	1	4
Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
FCS SCS 018	Confidential information/data enters the public domain	Litigation; major damage to reputation ID theft or fraud may occur	Data Protection Co-ordinators & Guidelines	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie;		4	3	12
	Related Mitigating Actions and Internal Controls	Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
		SCS SCS 021	Ensure that Strategy & Customer Services operates to very highest standards of Governance			4	2	8
Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
FCS SCS 015	Low usage of Community Access Points	Reputational damage. Loss of revenue from bookings		Brian Forbes; Cherie Jarvie; Eileen Turnbull		3	3	9
	Related Mitigating Actions and Internal Controls	Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
		CUS LIB 007	Develop the Council's Library, Information & Learning Strategy			3	2	6
		SCS SAP 009	Develop a corporate community engagement plan for 2012/13					

Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
FCS SCS 021	Corporate governance requirements not adhered to	Reputational damage; loss of confidence, legal action	Induction; staff training	Alison Bryce; Brian Forbes; Cherie Jarvie;		4	3	12
	Related Mitigating Actions and Internal Controls	Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
		SCS SCS 021	Ensure that Strategy & Customer Services operates to very highest standards of Governance			4	2	8
Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
FCS SCS 020	Staff suffer serious accident in workplace	Injury and or claim for compensation; reputational damage; HSE investigation; court action: absence of a key member of staff	Health & Safety Management System	Alison Bryce; Brian Forbes; Cherie Jarvie;		4	2	8
	Related Mitigating Actions and Internal Controls	Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
		SCS SCS 021	Ensure that Strategy & Customer Services operates to very highest standards of Governance			4	1	4
Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
FCS SCS 019	Loss of office accommodation due to unforeseen incident	Programme slippage; reputational damage	Business Continuity Plans	Alison Bryce; Brian Forbes; Cherie Jarvie;		3	2	6
	Related Mitigating Actions and Internal Controls	Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
		SCS SCS 019	Clearly communicate & manage smooth transition of service to Kilncraigs, including adoption of associated new ways of working across the service			3	1	3